

2008 SURVEY OF SENIOR EXECUTIVE SERVICE DEPARTMENT OF COMMERCE RESULTS

THANK YOU

Your participation in the 2008 Survey of Senior Executive Service (SES) made it possible to gauge the new SES pay-for-performance system, executive development, and SES employees' general attitudes toward work. A total of 199 out of 328 Commerce SES employees responded to the 2008 Survey of Senior Executive Service. The Commerce response rate of 60.7% was slightly lower than the Government-wide response rate of 65.0% (4,386 out of 6,745).

This overview of the 2008 Survey of Senior Executive Service results includes the following:

- Federal Response Rates (page 1)
- Federal Respondent Profile (page 1)
- Commerce Results by Survey Components (pages 2 – 5)

Again, thank you for your participation in the 2008 Survey of Senior Executive Service.

RESPONDENT PROFILE

The average Federal respondent was characterized by the following attributes:

Career Employee

More than 4 Years
as an SES

Over 20 Years of
Federal Service

50 to 59 Years-old

RESULTS AT A GLANCE

- Survey Period: January through February 2008
- Commerce SES Workforce: 328 career, non-career, and term appointment
- Commerce Response Rate: 60.7% (199 out of 328 SES)

Agency	Number of Respondents	Eligible Population*	Response Rate
NRC	123	140	87.9%
SSA	108	127	85.0%
OPM	37	46	80.4%
GSA	66	84	78.6%
Education	62	79	78.5%
Defense/Air Force	113	148	76.4%
Defense/Army	178	243	73.3%
All Other Agencies	246	343	71.7%
NSF	55	81	67.9%
NASA	284	420	67.6%
VA	193	287	67.2%
Homeland Security	230	343	67.1%
Treasury	265	396	66.9%
Transportation	128	192	66.7%
Interior	158	241	65.6%
Defense/Navy	204	312	65.4%
EPA	178	277	64.3%
HHS	257	402	63.9%
AID	12	19	63.2%
OMB	38	62	61.3%
Agriculture	197	322	61.2%
Commerce	199	328	60.7%
Justice	353	592	59.6%
Energy	232	402	57.7%
Defense/All Other	228	399	57.1%
State	79	143	55.2%
SBA	25	46	54.3%
Labor	89	174	51.1%
HUD	49	97	50.5%
Government-wide	4,386	6,745	65.0%

*The eligible population includes executives as of June 30, 2007 with a valid e-mail address who had not retired or relocated, when the survey was administered.

- Commerce positive survey response percentages ranged from 95.4% (highest) to 19.8% (lowest)
 - ◆ Item 2: My work gives me a feeling of personal accomplishment. (95.4%)
 - ◆ Item 34: In my organization, my advancement depends upon my willingness to change positions. (19.8%)

**2008 Survey of Senior Executive Service
Department of Commerce Results
(by survey components)**

GENERAL ATTITUDES TOWARD WORK	Positive <i>(strongly agree and agree)</i>	Neutral <i>(neither agree nor disagree)</i>	Negative <i>(strongly disagree and disagree)</i>
(1) I am proud to be a member of the Federal Government's Senior Executive Service.	94.9%	4.0%	1.0%
(2) My work gives me a feeling of personal accomplishment.	95.4%	2.6%	2.1%
(3) My talents are used well in the workplace.	86.3%	6.1%	7.6%

PERFORMANCE MEASUREMENT AND PAY	Positive <i>(strongly agree and agree; very satisfied and satisfied; very great and great extent)</i>	Neutral <i>(neither agree nor disagree; neither satisfied nor dissatisfied; moderate extent)</i>	Negative <i>(strongly disagree and disagree; very dissatisfied and dissatisfied; not at all/limited extent)</i>	Do Not Know <i>(do not know; no basis to judge)</i>
(4) I understand the SES performance appraisal system being used in this organization.	80.8%	8.1%	11.1%	0.0%
(5) My performance evaluation takes into account the most important parts of my job.	65.3%	15.0%	19.7%	0.0%
	Yes		No	
(6) I received a performance plan in the first few months of the performance cycle.	92.0%		8.0%	
(7) I had a discussion about progress on my performance plan at mid-year in the performance cycle.	84.5%		15.5%	
	Positive	Neutral	Negative	Do Not Know
(8a) To what extent is your performance rating based on the performance of your organization?	63.1%	21.5%	14.4%	1.0%
(8b) To what extent is your performance rating based on your individual performance?	74.9%	14.9%	10.3%	0.0%
(8c) To what extent is your performance rating based on customer perspective?	42.1%	29.2%	24.6%	4.1%
(8d) To what extent is your performance rating based on employee perspective?	25.6%	27.7%	42.6%	4.1%
(9) My last performance review helped me to identify my strengths.	52.8%	20.0%	27.2%	0.0%
(10) My last performance review helped me to identify areas for improvement.	45.1%	24.6%	30.3%	0.0%
(11) Discussions with my supervisor about my performance are worthwhile.	62.8%	14.6%	20.6%	2.0%
(12) Discussions with my supervisor about my development are worthwhile.	48.2%	25.1%	21.6%	5.0%

(13)	My performance appraisal is a fair reflection of my performance.	64.6%	14.4%	21.0%	0.0%
(14)	To what extent is your salary increase linked to your performance rating?	69.7%	12.8%	13.3%	4.1%
(15)	To what extent is your bonus linked to your performance rating?	72.2%	13.3%	11.7%	2.8%
(16)	I understand how my most recent salary increase was determined.	54.6%	11.3%	34.0%	0.0%
(17)	I understand how my most recent bonus was determined.	51.4%	15.6%	33.0%	0.0%
(18)	I am held accountable for achieving results.	86.3%	10.2%	3.6%	0.0%
		Yes		No	
(19)	Did you participate in the development of your performance plan?	87.9%		12.1%	
(20a)	Have you seen or received a copy of your agency's Executive Performance Management System Plan?	59.0%		41.0%	
(20b)	Have you seen or received a copy of your agency's Executive Compensation/Pay Plan?	45.6%		54.4%	
(21)	Did you receive a briefing or training on your agency's performance management system?	64.0%		36.0%	
(22)	Were you given a summary of your agency's SES overall performance ratings, performance awards and pay adjustments?	71.5%		28.5%	
		Positive	Neutral	Negative	Do Not Know
(23)	My agency deals effectively with executives who perform poorly.	22.6%	30.2%	30.2%	17.1%
(24)	Pay distinctions are meaningfully different among executives.	31.8%	22.1%	21.5%	24.6%
(25)	Bonus amounts are meaningfully different among executives.	34.4%	18.5%	18.5%	28.7%
(26)	Pay for the SES should be based on performance.	95.5%	3.5%	1.0%	0.0%
(27)	In my agency, SES pay-for-performance promotes better organizational performance.	46.5%	25.3%	28.3%	0.0%
(28)	How satisfied are you with the recognition you receive for doing a good job?	63.3%	12.6%	24.1%	0.0%
(29)	How satisfied are you with your pay?	55.8%	14.6%	29.6%	0.0%

EXECUTIVE DEVELOPMENT AND JOB CHANGES		Positive <i>(strongly agree and agree; very satisfied and satisfied)</i>	Neutral <i>(neither agree nor disagree; neither satisfied nor dissatisfied)</i>	Negative <i>(strongly disagree and disagree; very dissatisfied and dissatisfied)</i>	Do Not Know <i>(do not know)</i>
(30)	How satisfied are you with the developmental opportunities you receive?	54.3%	27.6%	18.1%	0.0%
(31)	Job changes improve senior executives' performance.	49.2%	32.2%	18.6%	0.0%

(32)	Senior executives should be able to perform successfully in a wide range of career positions.	69.8%	16.6%	13.6%	0.0%
(33)	I am interested in more opportunities to network with other SES members outside my agency.	56.6%	30.3%	13.1%	0.0%
(34)	In my organization, my advancement depends upon my willingness to change positions.	19.8%	38.6%	41.6%	0.0%
(35)	In my organization, there are sufficient funds available for my job-related development to maintain up-to-date skills.	57.3%	20.6%	22.1%	0.0%
(36)	My developmental needs are assessed.	29.3%	30.4%	37.2%	3.1%
		0	1-2	3-5	6+
(37a)	Since becoming a member of the SES, how many times have you declined job changes within your agency?	84.4%	13.6%	1.5%	0.5%
(37b)	Since becoming a member of the SES, how many times have you changed jobs within your agency?	61.8%	27.1%	11.1%	0.0%
(37c)	Since becoming a member of the SES, how many times have you changed jobs to work in a different agency?	85.9%	12.6%	1.5%	0.0%
(37d)	Since becoming a member of the SES, how many times have you changed geographic locations?	91.5%	7.5%	1.0%	0.0%
(37e)	Since becoming a member of the SES, how many times have you changed to a job you did not prefer?	91.0%	9.0%	0.0%	0.0%
		Yes		No	
(38a)	Since becoming a member of the SES, have you received a 360-type assessment?	33.3%		66.7%	
(38b)	Since becoming a member of the SES, have you been on a developmental assignment lasting more than 30 days?	6.0%		94.0%	
(38c)	Since becoming a member of the SES, have you had a mentor advising you for developmental purposes?	16.6%		83.4%	
(38d)	Since becoming a member of the SES, have you received formal executive coaching?	21.2%		78.8%	
(38e)	Since becoming a member of the SES, have you attended a residential executive development program?	28.6%		71.4%	
(38f)	Since becoming a member of the SES, have you taken a sabbatical?	2.5%		97.5%	

ATTRACTING TALENT		Positive (strongly agree and agree)	Neutral (neither agree nor disagree)	Negative (strongly disagree and disagree)
(39)	My agency is able to attract/retain high quality senior executives.	54.8%	25.1%	20.1%
(40)	SES pay and benefits are helpful in attracting and retaining high quality senior executives.	37.2%	21.6%	41.2%
(41)	The SES application process discourages high quality candidates from applying.	43.4%	33.8%	22.7%

BACKGROUND INFORMATION		< 10%	10 - 25%	26 - 35%	36 - 45%	46 - 55%	> 55%
(42a)	What is the percentage of your current work that you consider to be of a technical/professional nature?	8.0%	28.6%	30.2%	16.1%	7.5%	9.5%
(42b)	What is the percentage of your current work that you consider to be of an advisory nature (to top management)?	8.5%	34.2%	29.1%	14.1%	10.1%	4.0%
(42c)	What is the percentage of your current work that you consider to be of a leadership/managerial nature?	0.0%	6.0%	21.1%	17.1%	23.6%	32.2%
		Yes		No			
(43)	Were you evaluated as a member of the SES on your most recent performance rating?	98.0%		2.0%			
		Career		Non-career		Emergency	
(44)	What type of appointment do you hold?	92.0%		7.5%		0.5%	
		< 1 Year	1 - 3 Years	4 - 5 Years	6 - 10 Years	11 - 20 Years	> 20 Years
(45)	How long have you been with the Federal Government (excluding military service)?	0.0%	5.0%	1.5%	7.0%	19.6%	66.8%
(46)	How long have you been a member of the SES?	5.1%	26.3%	16.2%	25.3%	21.2%	6.1%
		< 30	30 - 39	40 - 49	50 - 59	60+	
(47)	What is your age?	0.0%	4.0%	21.2%	56.6%	18.2%	
		< 1 Year	1 - 3 Years	4 - 5 Years	6 - 10 Years	11 - 20 Years	> 20 Years
(48)	When do you plan to leave the Federal Government?	11.2%	27.9%	20.8%	24.4%	13.7%	2.0%

For more information on the 2008 Survey of Senior Executive Service results, please contact Janice Guinyard, Director for the Office of Corporate Human Capital Strategy and Innovative Solutions at JGuinyard@doc.gov